



Brand leadership

The Nuffield Health brand is driven by our purpose to build a healthier nation. We exist to create innovative healthcare solutions that meet societal needs. Our purpose informs everything we do, from our strategy and people policies to our visual identity.

We want our people to feel empowered to push the boundaries and continue to set Nuffield Health apart from other independent healthcare groups. Patients, customers and members must feel able to trust us to provide all their health and wellbeing needs, at every stage of their lives, confident that we offer the best hospitals, fitness and wellbeing clubs, and specialist support.

Evolving the brand

We're continually enhancing our brand to ensure it's supporting our purpose, and that it meets the expectations of our patients, members and customers. As part of this, during the year, we conducted research to examine what our customers want and expect when they come to Nuffield Health. From this research, we developed our four promises to shape the

way we deliver our customer experience through our people.

Member Experience Trials

We know that an excellent experience builds loyalty and advocacy amongst our customers. In 2019, three of our fitness and wellbeing clubs (City, Crawley and Sunbury), took part in Member Experience Trials (MET). These focused on the importance of meeting our promises through consistent delivery of the basics of customer care across all activities.

Working with cross-functional teams at each location, we developed ways to empower and encourage our people to bring our purpose and promises to life, so members felt part of the Nuffield Health family. Visual signage, illustrating our unique flagship programmes, reinforced our role as the UK's largest independent healthcare charity.

- ◆ You'll always feel at home
- ◆ We don't just listen, we act
- ◆ Our focus is always on you
- ◆ We'll always be open and honest with you



OUR PROMISES





Above:
Bringing our purpose to life as part of our MET trials

Surveys conducted after the trial showed it was a success. Net Promoter Score (NPS) increased significantly at all three sites, demonstrating the strong correlation between engaging our people to interact positively and proactively with our customers and providing a consistently excellent service at all levels.

Members felt more connected with Nuffield Health, and there was a greater sense of community and understanding of the purpose of the Charity. In turn, our people better understood the importance of 'delivering the basics brilliantly' for everyone, all the time. They felt more able to take ownership for delivering our purpose and promises. The trial will be extended to other sites during 2020.

Customer engagement

Our people are our brand ambassadors and the direct link to our patients, members and customers. We rely on them to provide an experience that makes everyone who comes into contact with Nuffield Health feel part of something special.

We're always looking for ways to improve and maintain our position as a leading brand and we track our performance through a range of measures, including:

- Customer satisfaction surveys to gain insight into how people feel about our care and our services
- NPS help us gauge the loyalty of our customers
- Patient Reported Experience Measures give us a snapshot of people's experience across our hospital sites.

In 2019, our hospitals maintained their exceptional 96% customer satisfaction rating; health assessments increased from 83% in 2018 to 86%; and corporate wellbeing services fell 1% to 82%. Disappointingly, our fitness and wellbeing clubs saw a small decline of 1%, to 73%. In 2020, we'll continue to focus on an improvement plan, with the roll out of our Member Experience Trials and Think Like a Customer programme.

Complaints

All complaints are investigated openly and transparently, and we aim to provide clear

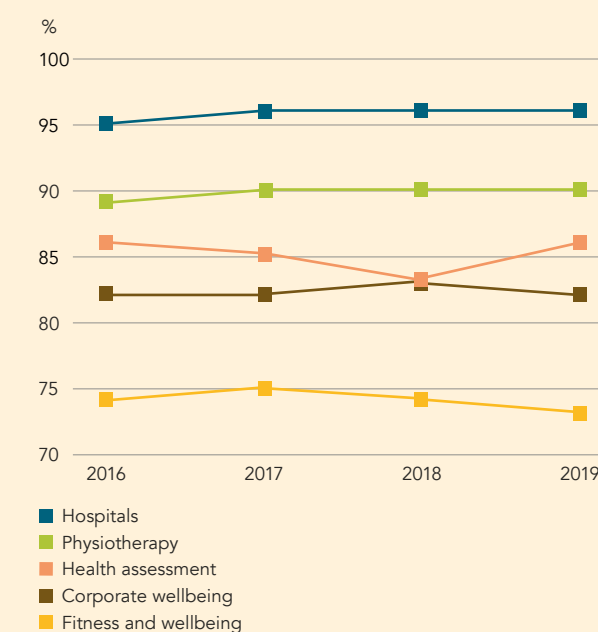
and honest responses at every stage. The centralisation of the complaints team, in 2018, aligned complaints policies across the Charity and ensured that matters are dealt with quickly and efficiently. We've seen extensive improvements during 2019 as a result of this decision.

During the year, our hospital teams received training on how to handle and resolve complaints. By focusing on the root of the problem at hospital level, the number of complaints requiring escalation to our third party adjudicator ISCAS reduced by 50%.

Looking ahead

In 2020, we'll be driving forward our promises so the experience received by our patients, members and customers is the best it can be and, most importantly, consistent across the Charity. We'll also be building on the work undertaken during 2019 to refresh our visual brand identity. We want everyone to feel an emotional connection with us, and know that, whenever and wherever they visit Nuffield Health, their health and wellbeing needs have been truly met.

Customer satisfaction



We track customer satisfaction as a measure of customer loyalty to our brand and trust in our services. Customer satisfaction is calculated from the scaled response to the question of how satisfied customers are with our services.